

~~CONFIDENTIAL~~DDA 89-1402
18 August 1989

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Royal E. Elmendorf
Acting Deputy Director for Administration

SUBJECT: CIA Managers' Offsite Conference

REFERENCE: A. Note from EA/ExDir to DDCI, dated 2 August 1989, Same Subject (ER-89-3187)

B. Your Note to the DDA, dated 7 August 1989

Dick,

1. Pursuant to your request, the following are comments from the Directorate of Administration (DA) regarding this year's agenda for the Managers' Offsite.

General:

a. It would be helpful to have an overall conference theme that draws the topics together.

b. Perhaps we shouldn't be so heavy on the panel approach--have a bit of variety.

c. The free time and social time are very important ingredients for a successful conference with maximum interaction among the attendees.

Topics:

a. "Arms Control Agreements--Their Impacts on Collection, Analysis and Support." It is clear that these agreements will have significant impacts on workloads, techniques, and security across the Agency.

b. "Getting the DO Ready for the 21st Century" should be changed to "Getting CIA Ready for the 21st Century." We need to think more about the future and its implications for the Agency (requirements, organization, technology, workforce, etc.). This discussion should include identifying/setting priorities.

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DDA REGISTRY

SUBJECT: CIA Managers' Offsite Conference

c. "The Role of the IG in an Intelligence Agency."

d. The question of how we are going to cope with the implications of Work Force 2000 should be included in either "Getting CIA Ready for the 21st Century" or "Coping with Diminishing Resources."

e. "Managing Cultural Diversity" is an excellent subject but it might be more productive to have an outside expert address this issue.

f. "Relations with the Hill" might be a useful topic. How do we get out of the defensive mode and approach (and convince) the Hill on the numerous things we are trying to do for Agency employees. Flexible benefits is only one of the many items for the future. We must demonstrate our uniqueness and our continuing need to attract high quality personnel. In other areas, we should explore the reasons for the intense oversight and micro-management.

g. "CIA Centers as a Vehicle for Exercising Community Leadership" may be too narrow. It might be better to have that be part of a discussion of whether or not the Agency/Community as a whole is organized to deal with today's realities and tomorrow's changes.

h. When one considers the other possible topics, it is suggested that "The CT Class of 1967" be dropped. D/OMS will provide the conference participants with a copy of the finished study later this year (possibly before the conference).

i. Some other topics you may wish to consider are:

(1) "EC 1992" What are the implications for the Agency/U.S.

(2) "Managing Information in the 1990's".

(3) "Environmental Issues: Is there a Legitimate Role for Intelligence and What Should it Be?"

(4)

(5) "Are we Hiring the Right People?" (All four Directorates represented.)

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SUBJECT: CIA Managers' Offsite Conference

Speakers:

STAT a. Although Tom Peters would be an excellent guest speaker, there is considerable sentiment in the DA for inviting the President (he liked [redacted] as DCI and particularly liked the fresh oysters we served) or the Vice President; Secretary Baker; Secretary Cheney; new Chairman, JCS; Bob Gates; etc. Even a panel of senior policymakers could be considered. Let's not forget we will have our most senior managers assembled in one location.

b. Although it may be a bit risky, meeting with some members of the Oversight Committees in such an informal setting might prove beneficial.

STAT 2. When all of the comments are in, you may find that the list of possible topics leaves you with some difficult choices to make. If that turns out to be the case, it might be helpful to send a list of the top selections to the Directorates and ask them to prioritize them in order of interest. Let me know if I can help in any way.

[redacted]
Royal E. Elmendorf

STAT ORIG:ADDA:RElmendorf:sd: [redacted]

Distribution:

Original - Addressee

- 1 - DDA Subject
- 1 - DDA Chrono
- 1 - ADDA Chrono
- 1 - ER

CONFIDENTIAL

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00-0461-89

14 AUG 1989

MEMORANDUM FOR: Acting Deputy Director for Administration

FROM:

Acting Director of Communications

SUBJECT: CIA Managers' Offsite

REFERENCE: DDA 89-1361, dtd 9 Aug 89,
Subj: CIA Managers' Offsite Conference

I recommend a session be added on Arms Control Agreements--
their impacts on collection, analysis, and support. Based on
early discussions with the ACIS staff, it is clear that these
agreements may have drastic impacts on workload, techniques, and
security across the Agency.

CL BY Signer
DECL OADR

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16 August 1989

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NOTE FOR:
EXA/DDA

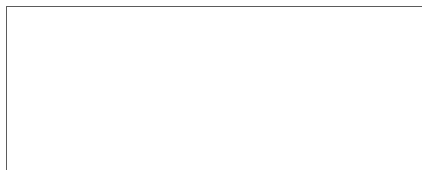
SUBJECT: Topics for CIA Manager's Offsite

REFERENCE: Your Memo DDA 89-1361, Same Subject

1. My thoughts on the proposed agenda for this year's CIA Manager's Conference are as follows:

- ✓- Drop "The CT Class of 1967." Doubt that this offers much of value.
- ✓- Change "Getting the DO Ready for the 21st Century" to "Getting CIA Ready...." We need to think more about the future and its implications for The Agency (requirements, organization, technology, workforce, etc.).
- Some additional topics to consider:
 - ✓-- Implications of Arms Control
 - ✓-- Likelihood/Extent of 1992 European Integration and Its Implications for U.S.
 - ✓-- Managing Information in the 1990's
 - ✓-- Environmental Issues: Is There a Legitimate Role for Intelligence and What Should it be?
 - ✓- "Coping with Diminishing Resources" should include a discussion on identifying/setting Agency priorities.

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C O N F I D E N T I A L

SUBJECT: Topics for CIA Manager's Offsite

✓ An outside speaker should be invited; Gates or any senior policymaker (Baker, Cheney, etc.) would be appropriate. A panel of senior policymakers would be even better.

2. Hope this is helpful. If you would like to discuss, give me a call.

Daniel A. Childs, Jr.
Director of Financial Management

AUG 15 1989

NOTE FOR: EXA/DDA

FROM: George W. Owens
Director of Personnel

SUBJECT: CIA Manager's Offsite Conference for 1989

Gerry,

1. I offer the following thoughts/comments regarding the proposed agenda for this year's CIA manager's offsite.

✓ (a) The CT Class of 1967: How They Have Done; Lessons for the Future: While the CT Class of 1967 is an interesting subject, I am not convinced that the lessons for the future gained from this exercise are of significant value considering the changes in the demographics that are revolving from Work Force 2000. Also, I would ask the question: Is this a topic for such a large group at this level to discuss?

✓ Rather, I suggest that Work Force 2000 issues be included in the Managing Cultural Diversities topic or Coping with Diminishing Resources topic. There are significant managerial considerations that need to be considered regarding how we are going to cope with Work Force 2000, including the fact that there will be a smaller number of resources with the high qualifications we currently require. I believe that the Director of Personnel's inclusion in a topic such as Work Force 2000 is more appropriate than the CT Class of 1967.

✓ (b) I suggest that the topic of Arms Control should probably also be on the agenda for discussion.

✓ (c) Lastly, we have detected a significant amount of tension between the Executive and Legislative Branches of government (including our interaction with the Oversight Committee) and would suggest that having a speaker on the subject would be an appropriate item for this group to consider. It seems to me we need to have agreement on how we will approach (and convince) the Hill on the many things we are trying to do for Agency employees. Flexible benefits is probably only one of the many items for the future.

2. Let me know if we can elaborate any further on the issues listed.

STAT

George W. Owens

15 August 1989

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NOTE FOR: [] EXA/DDA
FROM: Ed Maloney, D/OIT
SUBJECT: CIA Managers' Offsite Conference

Gerry--

In response to your draft agenda for this year's managers' offsite, a couple of suggestions.

✓ First, it would seem perhaps easier to arrive at topic choices if in fact the conference had an overall theme or maybe two. The suggested topics appear okay but the conference doesn't seem to have any direction. Maybe that is intended.

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✓ Second, having Tom Peters as a speaker is a great idea although why not the President who might enjoy sneaking away [] for an evening; or the Vice President or the Secretary of State or the new Chairman, JCS. Bob Gates is always a welcome speaker but why not take a shot at something a little higher.

Other topics that I would personally find interesting would be:

✓ []

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✓ Europe Post '92 and how it will affect our presence in those countries.

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[]
Edward J. Maloney

OS 89-3132

15 August 1989



MEMORANDUM FOR: Executive Assistant/DDA

FROM:

Executive Officer/OS

SUBJECT: CIA Managers' Offsite Conference

1. I have discussed subject offsite with the Director of Security, and he provided the following comments:

✓ Concerning the CT Class of 1967, he said that this was primarily an OMS study and that his comments would be of a more general nature concerning security criteria and vetting procedures. He will need to know more details in order to comment appropriately if this subject is selected.

As for additional topics, he offered three which are somewhat interrelated:

✓ a. The Agency is basically organized today much as it was in the early 60s. Is this organization in tune with the realities of today? Are the Centers a precursor of the organizational direction in which the Agency should be headed?

✓ b. The issue of Congressional oversight and its impact on the way the Agency does business--What is the reason for this intense oversight? How should we deal with it, and is our organizational structure in tune with the way Congress perceives the Intelligence business?

✓ c. What is the nature of the Intelligence Community structure today? How could we structurally deal more effectively with the complexity of our challenges? Is there a need for an objective study of the Community structure with a view toward recommendations for substantive organizational change?

2. If you or Ross have any questions, please give me a call.

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DATE: August 14, 1989

NOTE TO:

SUBJECT: CIA Managers Offsite Conference

The Director of Medical Services has reviewed the proposed CIA Managers' Offsite Conference agenda and offers the following comments for the ADDA:

1. Good List!
- ✓ 2. A presentation on the role of the IG in an intelligence agency.
- ✓ 3. Are we hiring the right people? Suggest a panel of folks from the 4 directorates.
- ✓ 4. Don't saddle and George Owens with the Class of 1967 Panel. They haven't done the ground work and would be unfair to them.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

CIA Managers' Offsite Conference

FROM:

EXA/DDA
7D24 OHB

EXTENSION

NO.

DDA 89-1361

DATE

9 August 1989

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

D/OC

2.

D/OFM
1212 Key Bldg.

3.

D/OIT

4.

D/OL

5.

D/QMS
1D4061 Hqs Bldg.

6.

D/OP

7.

D/OS

8.

D/OTE
1026 CofC Bldg.

9.

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12.

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14.

15.

Please provide the ADDA with comments on the proposed agenda for this year's Managers' Offsite and suggestions for any additional topics and speakers.

SUSPENSE: 15 AUGUST 1989

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USE PREVIOUS
EDITIONS

★ U.S. Government Printing Office: 1983-494-834/49156

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OFFICE OF THE DEPUTY DIRECTOR

7 August 1989

DDA--

Please send me your
comments on the agenda for
this year's Managers' Offsite
by COB 18 August.

STAT



Dick Kerr

DDCI-~~X~~

2 August 1989

NOTE FOR: DDCI
 FROM: EA/EXDIR
 SUBJECT: CIA Managers' Offsite Conference

Dick,

1. We need to start thinking about topics and speakers for this year's Managers' Offsite Conference, scheduled for 22-24 October [redacted]. You may recall that we had six topics last year, each one addressed by a panel of three to five Agency speakers -- plus a short presentation by Gates on the transition to a new Administration. The goal was to showcase as many of the participating managers and cover as broad a range of both substantive and administrative/management issues as possible in the allotted time. (Our task was complicated a bit by the Judge's desire to have more free time -- but that was all right too, because another primary goal was to encourage informal communications among the participants.)

2. Assuming this year's goals to be the same, Jim and I came up with a number of tentative topics/speakers for the 1989 conference before he left, including:

TOPICS

SPEAKERS

China: The Challenge of an Operational and Analytic Conundrum

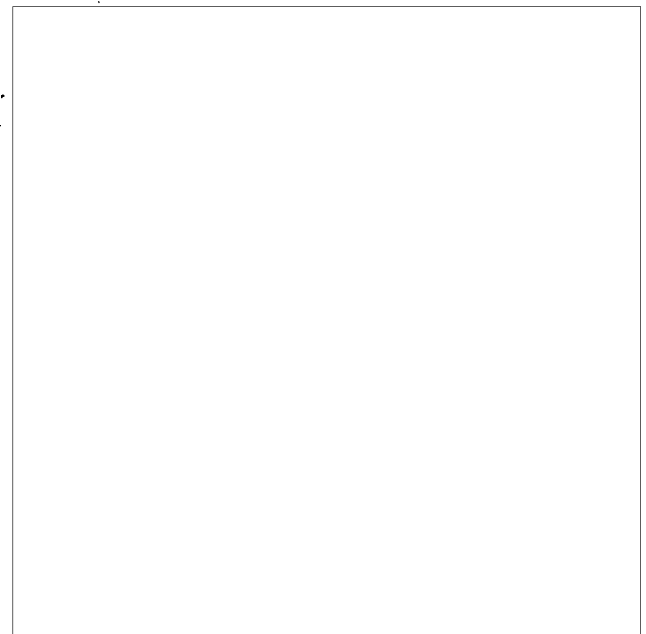
CIA Centers as a Vehicle for Exercising Community Leadership

Coping with Diminishing Resources

The CT Class of 1967: How They Have Done; Lessons for the Future

Managing Cultural Diversity

Getting the DO Ready for the 21st Century

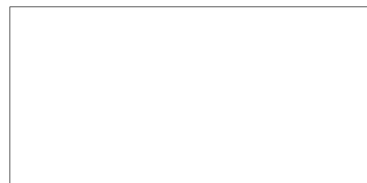


3. There are many other possibilities, of course -- the implications of new arms control agreements, and whether (and if so, how) the US should help Gorbachev succeed, are but two of the more interesting substantive possibilities. We could also consider outside speakers; we could, for example, ask Gates to come back and give us his perspectives on the first nine months of the new Administration and how the Agency could contribute more. There is also an outside chance that we could get Tom Peters ("In Search of Excellence") to kick off the conference on Sunday evening with a discussion of economic competitiveness and the importance of customer orientation; if he is available, I think we could get him for free.

4. If you want, I can circulate the above list (with any additions or changes that you or the Judge may have) to the DDs for comment, or we could go ahead and impose an agenda on them. The comments we got from the DDs on last year's proposed agenda didn't really result in much change, but it gave the impression that they were involved in the process.

5. Perhaps we should get together to discuss this (unless a new EXDIR is about to be named?). If we want to get outside speakers, we will have to act soon. Attached, FYI, is a copy of the final agenda for last year's conference.

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Attachment

SECRET

Off-Site Managers Conference

30 October – 1 November 1988

SUNDAY, 30 OCTOBER

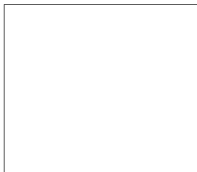
1700-1800 COCKTAILS (Cash Bar)

1800-1900 DINNER

1900-1930 WELCOMING REMARKSDCI

1930-2100 IMPLICATIONS FOR CIA OF CONTINUING THIRD WORLD INSTABILITY

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- Director Near East and South Asian Analysis
- Chief Near East Division
- Chief Africa Division
- Director of Global Issues

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SECRET

MONDAY, 31 OCTOBER

0730-0830 BREAKFAST

0900-1100 PRINCIPAL TECHNOLOGY CHALLENGES OF THE 1990S AND IMPLICATIONS FOR
OPERATIONS, COLLECTION AND ANALYSIS

Phil Eckman - Director of Research & Development

Julian Caballero - Director of Development & Engineering

Ted Clark - Director of Information Resources

[REDACTED] - Chief Collection Requirements & Evaluation Staff

1100-1200 FREE TIME

1200-1300 LUNCH

1300-1430 DEVELOPING THE NEXT GENERATION OF AGENCY LEADERS. (What are our
responsibilities as component chiefs? What skills, assignments, and experiences are critical
to success as a senior Agency officer? How can we prepare the appropriate people for
these positions?)

Stan Moskowitz - Director of Training & Education

[REDACTED] - Chief East Asia Division

Joe DeTrani - Director of Technical Services

Frank Ruocco - Director National Photographic Interpretation Center

John Ray - Director of Logistics

1430-1500 BREAK

1500-1630 THREE HIGH PROFILE ISSUES: COUNTERNARCOTICS, COUNTERTERRORISM, AND
COUNTERINTELLIGENCE

[REDACTED] - Associate Deputy Director for Counterintelligence

[REDACTED] - Chief Latin America Division

[REDACTED] - Chief Counterterrorism Center

1630-1800 FREE TIME

1800-1830 COCKTAILS (Cash Bar)

1830-1930 DINNER

1930-2000 THE COMING TRANSITION AND EMERGING NEAR-TERM REQUIREMENTS DDCI

SECRET

TUESDAY, 1 NOVEMBER

0700-0800 BREAKFAST

0830-0930 LIVING WITH OVERSIGHT AND PUBLIC SCRUTINY

John Helgerson - Director of Congressional Affairs

Russ Bruemmer - General Counsel

Bill Baker - Director Public Affairs

0945-1145 IMPLICATIONS FOR CIA OF A SUCCESSFUL GORBACHEV PROGRAM

Jim Hirsch - Associate Deputy Director for Science & Technology

Chairman, National Intelligence Council

Chief Soviet East European Division

Doug MacEachin - Director Soviet Analysis

Chief Arms Control Intelligence Staff

1145-1200 WRAP-UPDCI

1200-1300 LUNCH

SECRET